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Approved For Release 2003/03/07 : CIA-RDP80R01731R003400090011-8

October 1949

MEMORANDUM FOR: EXECUTIVE

SUBJECT: Agency activities relating to coding and abstracting of intelligence information.

REFERENCE: Management memo to AD/OCD, 16 September 1949, same subject.

1. Reference memorandum is forwarded for your perusal and action. In my opinion it does not, however well-intentioned, contribute anything of value to the Agency at the present time. I believe it should either be scrapped or placed in cold storage for future reference. ILLEGIB

2. If acted upon, these recommendations would either abolish the [redacted] functions entirely, (just at the time when the two Registers are getting on their feet and beginning to produce as was long ago planned by Management), or else would transfer them on paper to the CIA Library which would have to absorb the present Register files and staffs.

3. The proposal that ORE and OSI branches perform all coding and abstracting represents over-enthusiastic approval by Management of an OCD experiment (originally undertaken in the face of Management disapproval) which is proving successful. I welcome, and am grateful for, Management's generous readiness to change its stand on the problem; but I am absolutely certain that our work toward a successful solution would be just as disastrously affected by Management's present proposal as it would be by diehard opposition. The experiment is producing good results, and OCD proposes to push it as far as possible with the means available, but it must be furthered on a step-by-step and day-to-day basis - as is being done. To eliminate OCD from the coding and abstracting entirely, as is proposed, would mean (a) that no uniform system of classification could be evolved, and hence no truly central reference system, and (b) that no complete machine index of incoming intelligence documents could be prepared - for what is everybody's responsibility is nobody's responsibility. } I am inclined to agree with this 12

4. It would be well, I think, for us all to recognize that the time for sweeping reorganizations and blueprinting is largely past - if we are ever to get down to work and produce. It is now time to improve on the machine we have designed and assembled. It is just beginning to produce results in which we may feel some justifiable satisfaction, and all our effort should go into the making of adjustments, elimination of creaks and groans, and improvement by means of day-to-day hard work and experimentation. We should not now dismantle the machine and start from scratch again.

JAMES M. ANDREWS (828)

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Office Memorandum • UNITED STATES GOVERNMENT

TO : Assistant Director for
Dissemination

FROM : Management Officer

DATE: 16 September 1949

Executive Registry

0-7802-

SUBJECT: Agency Activities Relating to Abstracting and Coding of Intelligence Information.

1. Problems relating to the subject activity together with a proposed solution are presented for your consideration and comment. The Management Office recognizes that the basic idea of abstracting and coding by production specialists is not new and that this idea has to a limited extent been successfully accomplished under OCD sponsorship. In view of this successful experiment, it is felt that an extension of this concept, as embodied in our proposal, is both sound and workable.

Extension! but not as embodied in this proposal. is planned.

2. Present Agency organizational and functional statements allocate primary responsibility for abstracting, coding and indexing intelligence information to OCD. Three separate organizations within OCD are engaged in this activity:

a. Library and Machine Methods Branch - General subject and area classification of intelligence information and limited abstracting of important documents.

A total of approximately [] positions are authorized for the above stated activities, exclusive of the machine operations. By organizational separation of the activities, the same intelligence document may be processed by all three OCD organizations. (See Tab A for present procedural flow.)

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3. The production offices of the Agency (ORE and OSI) generally find OCD service of limited value. These reservations arise from one or more of the following basic deficiencies:

a. The classification systems are not constructed so as to provide the information specifically requested by intelligence researchers, e.g., the library system makes no provision for detailed identification of scientific data.

b. The Register information may be incomplete in critical areas while abounding in other areas, or it may not be current.

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unavoidably true. We are doing the best we can to whip backlogs and keep current.

None more. H depends who you take to in ORE, OSI.

quite possible. Maybe also by a dozen handlers?

Extension! but not as embodied in this proposal. is planned.

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*Partially true
Have no present
system*

c. OCD professional personnel, do not have the area, occupational, or intelligence specialization to analyze abstract, and code with the requisite accuracy. Also, OCD professional personnel are far removed from the intelligence production operation and are not receiving specific guidance from ORE and OSI.

True in some areas - untrue in others.

4. The inadequacies of OCD service have resulted in considerable duplication of effort:

a. All ORE and OSI researchers maintain some kind of card, clipping, or report information file. Little uniformity exists as to scope, procedures, or content of these researchers' working files.

True. Unavoidable. Every good researcher always does so, regardless of rules & regs.

b. To remedy OCD service, a formalized procedure is in operation whereby documents are abstracted and coded within ORE and OSI, then sent to OCD where IBM cards are reproduced and punched and a set of IBM cards are returned to ORE and OSI for researchers' files.

This procedure completely duplicates OCD activity in the tasks of coding, reproducing, punching, and tabulating and partially duplicates the abstracting task. (See Tab A, the present procedure, which points up the duplication of effort.) While this service is provided only to OSI and to one ORE desk

Quite untrue

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several other ORE branches have requested like service.

OCD has had to refuse because of T/O and personnel limitations, and also because time is needed to improve intel opex operations and to

5. To improve the quality of Agency intelligence information services and to effect economies through eliminating duplication of effort, the Management Office proposes: (See Tab A for procedural flow.)

develop classification scheme

a. The tasks of coding and abstracting intelligence information, including biographic and industrial, be allocated to the substantive branches of ORE and OSI.

b. All OCD machine indexing operations be centralized in one branch and such branch activity be limited to machine operations.

c. All OCD information holdings, including biographic and industrial, be incorporated into the Library and servicing be accomplished by standard library procedures.

d. The ORE and OSI branches be assigned the responsibility of initiating changes in the classification systems, which changes will permit the most easy and most accurate satisfaction of their needs.

These are visionary "blueprint" recommendations which would (a) either abolish Biographic, Industrial Register functions or else transfer them en masse to the Library, and (b) destroy all responsibility of obtaining that uniformity in coding & classification which a central reference system must have.

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*more ultimately
but not today.
The service must
sell itself before
we ask for this.*

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e. The ORE and OSI branches supply with each request the appropriate codes, when such are required for information searches or machine listings.

f. The Liaison Branch, OCD, be assigned responsibility for facilitating the collection of all (including biographic and industrial) non-library data contained in files of other government agencies when so directed by ORE or OSI and according to capability in relation to NSC Direction and established Agency functions.

Impractical

g. ORE researcher files be limited to that information required to complete currently assigned projects.

*Such rules
are never
enforceable.*

h. Outside request satisfaction be assigned as follows:
(See Tab B for flow.)

Impractical

- | | |
|---|----------------------------------|
| (1) Listings | - Machine Methods
Branch, OCD |
| (2) Facsimile copies of
file information | - Library, OCD |
| (3) Intelligence information
summaries and evaluations | - ORE-OSI |

6. While only experience will determine manpower strength and allocation required to operate the proposed plan, it would seem that substantial manpower savings can be effected by adoption of this proposal. *Maybe, but only at the price of eliminating services.*

7. The Management Office recognizes that similar operations involving abstracting, coding, etc. of intelligence documents are currently being performed within Contact Branch - Office of Operations, Office of Special Operations and Office of Policy Coordination. However, it is felt that at this time, no effort should be made to incorporate these procedures into an overall Agency plan.

8. If it is felt that the above proposal cannot be implemented, consideration should be given to a modification of the present procedure whereby OCD would code and abstract only such information as is specified by ORE and OSI researchers with the concurrent elimination of all coding and abstracting in OSI and ORE.

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JAMES D. ANDREWS

Attachments (2)

This "YES or NO" attitude is wrong - The problem is complex, and it is unrealistic to expect the ultimate solution will be all one way or all the other.

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TO: Assistant Director for Collection and Dissemination
DATE: 16 September 1949
FROM: Management Officer

SUBJECT: Agency Activities Relating to Abstracting and Coding of
Intelligence Information.

I do (Not) concur: _____ Date: _____
Assistant Director for ORE

I do (Not) concur: _____ Date: _____
Assistant Director for OSI

I do (Not) concur: Date: 14 Oct 49
Assistant Director for OCD

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CENTRAL INTELLIGENCE AGENCY
 OFFICIAL ROUTING SLIP

TO	INITIALS	DATE
1 <i>Coordination Staff</i>		
2		
3		
4		
5		

FROM	INITIALS	DATE
1 <i>Management Officer</i>		<i>19 Oct</i>
2		
3		

☐ APPROVAL ☐ INFORMATION ☐ SIGNATURE
☒ ACTION ☐ DIRECT REPLY ☐ RETURN
☐ COMMENT ☐ PREPARATION OF REPLY ☐ DISPATCH
☐ CONCURRENCE ☐ RECOMMENDATION ☐ FILE

REMARKS: *Dephy Exec has requested Mgmt coordinate with COPS and submit combined Mgmt-COPS study and recommendations by 1 Dec together with any further comments desired by OCB, OSI & ORF.*

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